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ANNEX 1

Course Outline for a
United States Intelligence Staff College

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Objectives of the United States Intelligence Staff College.

In general, the USISC has the objective of expanding the outlook of the senior intelligence officer to enable him to 1) perform his present functions more efficiently, and 2) progress to more responsible positions in the field of intelligence. In specific terms, the objectives are:

1. to develop in the senior intelligence officer a comprehensive understanding of intelligence, its relation to other functions, and how intelligence work is conducted in the U.S. Government; thus enabling him to more effectively relate the activities of his own organization to those of other intelligence organizations, and organizations which intelligence supports.
2. to give these officers an opportunity to examine critically in an objective environment current and past approaches to intelligence problems.
3. to broaden the contacts of these officers through contact with other students, and guest speakers; thus stimulating and expanding mutual understanding between organizations and organizational components.
4. to expand the field of intelligence literature through exploitation of guest and staff presentations, and through student research.

Course Curriculum.

There are described below four major units of instruction for an 18-week program. For each of these units there is a statement of unit objective, instructional techniques which can be used for the unit, specific subjects or sub-units and the approximate time which should be devoted to each unit.

Length of Course.

Unit I	4 weeks
Unit II	8-9 weeks
Unit III	4 weeks
Unit IV	2 weeks
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18-19 weeks	

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Unit I - U.S. Policy and Policy Formulation

Objective: to examine U.S. policy and position in key non-Communist areas of the world, and policy and position with regard to Red China, the USSR and East European satellites; to examine the mechanism for national security policy formulation, and the contributions of various governmental organizations to policy formulation.

Instructional Method: lecture; discussion; seminar; study of legislation, official documents, and other reading; case study

Specific Subjects to be Treated:

1. History and Evaluation of National Security Policy Formulation to 1947.
2. Development, Structure, and Operation of National Security Council
3. Role and Operation of NSC Planning Board
4. Role and Operation of Operations Coordinating Board
5. Role and Responsibility of the Department of State in Policy Formulation
6. Role and Responsibility of the Department of Defense in Policy In Policy Formulation
7. Office of Defense Mobilization Role in National Policy Formulation
8. Other Government Agency Participation in National Policy Formulation (Budget, Treasury, Justice, Civil Defense, etc.)
9. Role of Congress in National Security Policy Formulation
10. The Intelligence Contribution to National Security Policy Formulation
11. Case Study: follow through of a policy case from origin to implementation
12. An Analysis of U.S. Policy Position with regard to the Soviet Union
13. An Analysis of U.S. Policy Position with regard to the European Satellites
14. An Analysis of U.S. Policy Position with regard to Red China

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15. An Analysis of U.S. Policy Position with Regard to _____
(Specific key areas of the non-Communist world)

Supplementary reading for this unit would include study of pertinent legislation, executive orders, NSC policy papers, USISG staff prepared material, and publications pertinent to national policy planning, U.S. foreign policy and area background material as appropriate.

Approximate time: 4 weeks

Unit II - Intelligence Background, Concepts and Organization

Objective: to examine historical approaches to the intelligence aspect of national planning, how various foreign powers have in the past and currently utilize intelligence; to examine in depth current views of the role intelligence plays in the U.S. Government; and intelligence policy, and the structure, functions, and activities of the major intelligence units of the Government; and to systematically and thoroughly examine intelligence policy directives.

Instructional Method: lecture, discussion, seminar, field trips, study of official documents, and other pertinent reading material.

Specific Subjects to be Treated:

1. An Historical Appraisal of the Development and Use of Intelligence
2. An Examination of the Approach and Use of Intelligence by Great Britain
3. An Examination of the Approach and Use of Intelligence by Germany
4. An Examination of the Approach and Use of Intelligence by Japan
5. An Examination of the Approach and Use of Intelligence by Russia, Pre- and Post Revolution
6. The Development of the Intelligence Function in the United States Government through World War II

NOTE: 7-11 would include an examination and seminar discussion of pertinent intelligence policy directives

7. The "Intelligence Community": IAC, DIB and the Subcommittee Structure
8. The Basic-Current Estimate Approach to Intelligence

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9. The National-Departmental Approach to Intelligence
10. The Strategic Intelligence Approach to Intelligence
11. The Combat Intelligence or "Cycle" Approach to Intelligence
12. National Intelligence Objectives

NOTE: items 13-21 would be handled partially by lecture, but the primary instructional device would be reading followed by seminar discussions supplemented by field trips

13. Organization and Functions of CIA
14. Organization and Functions of the Bureau of Intelligence and Research, State
15. Organization and Functions of DI, J-2, Joint Staff, JCS
16. Organization and Functions of the Intelligence Components of the Department of the Army
17. Organization and Functions of the Intelligence Components of the Department of the Navy
18. Organization and Functions of the Intelligence Components of the Department of the Air Force
19. Organization and Functions of the Office of Intelligence, AEC
20. Organization and Functions of the FBI's Domestic Intelligence Function
21. Orientation to the Intelligence Capabilities of non-OSIB U.S. Government Agencies (Commerce, EDA, Labor, INS, Postmaster-General, NASA, USIA, etc.)
22. U.S. Government Intelligence Collection Capability (Seminar and Exercise)
23. U.S. Government Intelligence Production Capability (Seminar and Exercise)
24. U.S. Government Intelligence Depositories (including coverage, systems, procedures for use) (Seminar)
25. Information Channels of the Intelligence Community (including requirements for information and intelligence, processing, dissemination procedures and methods) (Seminar)

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26. The U.S. Government Intelligence Mechanism for Early and Advance Warning
27. The National Intelligence Survey Program
28. National Intelligence Estimates

Approximate time: 8 weeks

NOTE: Depending on sensitivity, discussion of special intelligence, clandestine collection, and covert action programs could be included on an orientation basis, more completely, or not covered. Inclusion of all of the subjects on an orientation basis would probably extend this unit by 1 week.

Unit III - Intelligence Management

Objective: to review management principles and modern management techniques used by intelligence organizations, and by other organizations which have application to the field of intelligence; to examine some of the principal management problems of intelligence organizations with emphasis on how security affects management; and to apply the above to practical intelligence management problems.

Instructional Method: lecture, discussion, seminars, field trips, reading.

Specific Subjects to be Treated:

1. Principles of Management
2. Administrative Requirements of an Intelligence Organization (comparative study of administrative structures of intelligence organizations and the principles behind the organization.)
3. Personnel Problems in an Intelligence Organization
4. Effect of Compartmentation and other Security Factors on Intelligence Management
5. Training as a Factor in Intelligence Management
6. Logistical Problems in an Intelligence Organization
7. Finance Problems in an Intelligence Organization
8. Mechanization of Intelligence and Support Functions
9. Integrated Management Exercise (involving policy and implementation) (40-60 hours)

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Approximate time: 4 weeks

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Unit IV - Individual Research Papers

Approximately 80 hours will be available to the students to conduct research and prepare individual papers on specialized topics related to the course curriculum. The papers may be studies in the field of intelligence, such as policy, procedures, coordination, or other; or studies in intelligence subject matter fields. In the latter part of the program, time will be allotted to the presentation of selected papers to the student body. Normally students will choose a topic early in the program. Each student will conduct research and prepare his paper under the guidance of a faculty advisor.

These papers will be useful in several ways. Through preparation of the paper in an academic environment, the student has an opportunity to examine intelligence problems from a detached point of view. Over a period of time these papers would constitute an excellent critique of different aspects of the U.S. intelligence effort, as well as make a substantial addition to the field of intelligence literature.

Approximate time: 2 weeks
(80 hours)